





# IESE ANNUAL REPORT 2015-2016

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## A WAY TO LEARN

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### **01. From the Dean**

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### **02. Personal Growth**

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The MBA Programs  
Executive Education  
PhD

### **03. Innovate**

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Learning Innovations  
Research  
Faculty

### **04. Positive Impact**

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Wherever You Are  
Social Impact  
Who Makes It Happen:

- Our Alumni
- Our Partner Companies
- Our Guests
- Governance
- Our People



# FROM THE DEAN

In my first year as dean of IESE I am both excited and optimistic about the future of the school. That I can look forward so positively is thanks in great part to the work of my predecessor, Prof. Jordi Canals. During his fifteen years as dean he successfully steered the school through periods of geopolitical and economic uncertainty. His integrity and spirit of service have created a lasting legacy with a global impact. It is a pleasure and a privilege to have the opportunity to continue his work.

We stand on the cusp of great possibilities. Advances in technology are creating new paradigms in business, in social interactions and in education. At IESE, we embrace the challenges and opportunities that these changes bring. We continue to develop ways to learn that prepare our students and alumni to lead us into a future based on responsibility and a spirit of service. That is why we are actively researching, trialling and introducing innovative methodologies and technologies into our programs.

I believe that the global mindset and commitment to continuous learning we instill at IESE are invaluable in this ever-more-connected world. The school's network encompasses five permanent campuses in Barcelona, Madrid, Munich, New York and Sao Paulo as well as offices, associated business schools and exchange partners in every part of the world. Our program participants learn to lead in international, culturally

diverse environments and to pursue success with a conscientious sense of purpose beyond profit.

The ongoing relevance of IESE's mission and ethical values can be seen in the growth of the MBA program, which this year has expanded to include a fifth section. Also can be seen in the success of our Executive Education programs, which have been rated as the best in the world for the second consecutive year by the *Financial Times*.

All of this would mean nothing without world-class faculty members to research and develop program content, and to support participants throughout the learning process. IESE welcomed three new professors to the school in 2015-2016. They joined an outstanding faculty, thirteen of whom received awards during the year for contributions to their respective academic fields.

Every member of the IESE team will be essential to achieving the school's main goal: to serve society. I believe that our future lies in our capacity to be relevant in this crucial task.

**FRANZ HEUKAMP**  
IESE Dean

# STRATEGIC PRIORITIES

IESE is committed to preparing leaders who can make a deep, positive and lasting impact on people, companies and society through their professionalism, integrity and spirit of service. IESE's strategic priorities are based on this mission.

## INTERNATIONALIZING ACTIVITIES

IESE's presence will be increased in North America, Latin America and Central Europe. The school will also consider the future relevance of Asia to its business model and develop its activities there accordingly.

## MEETING THE CHALLENGES OF LIFELONG LEARNING

With globalization, digitization and the lengthening of working lives, lifelong learning has become increasingly important. IESE has a duty to ensure that its programs continue to meet the needs of executives at every stage of their careers.

## ADDRESSING THE DIGITIZATION OF LEARNING

The benefits of adding blended learning and other methodologies made possible by technology to in-person learning are increasingly apparent. IESE will continue to develop cutting-edge methodologies in order to provide more effective and efficient learning experiences.

## MAKING A DEEP IMPACT IN SOCIETY

IESE's mission to drive positive change and leave a lasting impact on business and society is ongoing. The school will continue to address the most relevant challenges through innovative and creative academic activities that focus on people and ethical values.



Barcelona Campus.



Madrid Campus.



Munich Campus.



New York Campus.

# 2015-2016 HIGHLIGHTS



## NEW IESE DEAN

Prof. Franz Heukamp took over from Prof. Jordi Canals as IESE dean. Professor Canals served with distinction in the role for 15 years. The University of Navarra President, Alfonso Sánchez-Tabernerero, presided over the investiture ceremony.



## EMBA HAS THIRD BRAZILIAN BIRTHDAY

The third EMBA Sao Paulo class graduated in 2016. There were 28 participants.



## GLOBAL CELEBRATIONS FOR MBA 50TH ANNIVERSARY

A series of conferences around the world commemorating the 50th anniversary of the MBA (1966-2016) concluded with events in locations including Barcelona, New York, Milan, Singapore, Miami and New Delhi. More than 3,000 alumni took part in the MBA anniversary events.



## SPOTLIGHT ON EXCELLENCE AT GLOBAL ALUMNI REUNION

The 2015 Global Alumni Reunion was held in Munich under the title “Expanding Impact: The Power of Excellence in Business.” Over a thousand alumni heard from prominent business leaders, academics and opinion makers.



## DEMAND DRIVES MBA GROWTH

A fifth section was added to the full-time MBA program. This change was made to meet increased demand for places from highly qualified candidates as well as demand from recruiters for IESE MBA graduates. This year, 91 percent of the full-time MBA students accepted a job offer within three months of graduation.



## NEW IDEAS PUSH PROGRAMS FORWARD

Research carried out by IESE professors continued to be published in leading academic journals. The ongoing generation of new and actionable ideas from research contributes to keeping IESE's programs highly relevant.



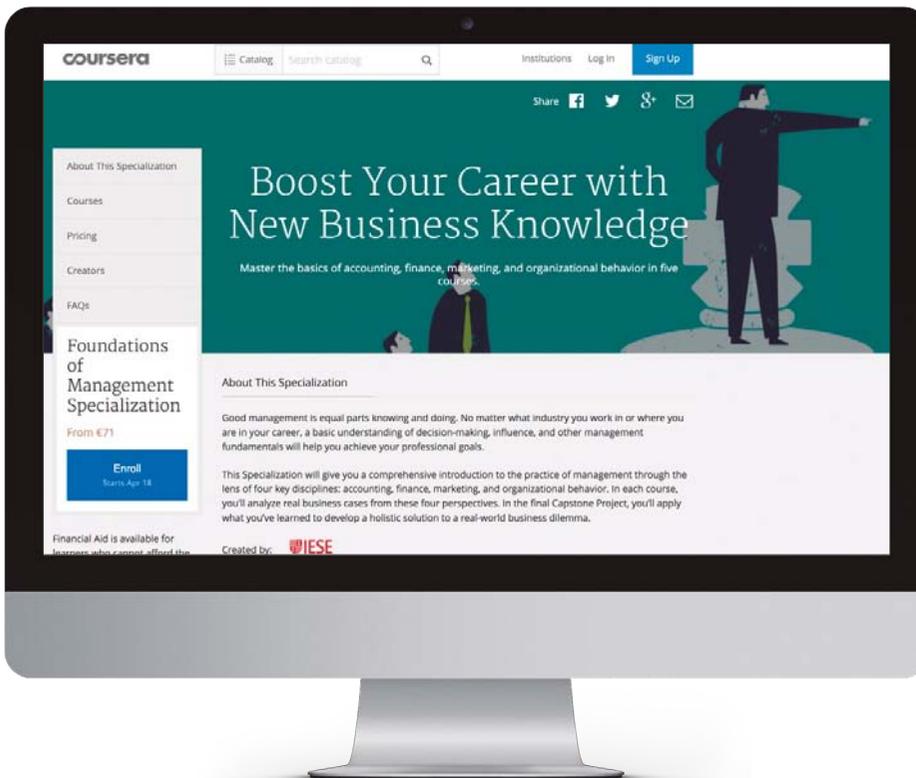
## RESEARCH CHAIRS CREATED

Two new IESE Chairs were created: The Puig Chair of Global Leadership Development, held by Marta Elvira and the Fuel Freedom Chair for Energy and Social Development, held by Ahmad Rahnama. And Crèdit Andorrà substantially increased the endowment of the Chair of Markets, held by Josep M. Rosanas.



## CUSTOM PROGRAMS EXPAND

More Custom Programs were added to the Executive Education portfolio. New clients included Michelin and the Japanese housing and building corporation Lixil, which was looking for a program to assist with its global expansion. Modules of bespoke Custom Programs were held in Asia for other client companies such as Banco Santander and Oracle.



## LEARNING TAKES TECHNOLOGICAL LEAP

Technological advances were made in the delivery of programs, with blended learning increasing the efficient use of classroom time. New online courses such as the "Foundations of Management" specialization offered through Coursera can serve as presentations of the school to future students or as pre-courses for enrolled students.

## INTERNATIONAL ALLIANCES WITH TOP BUSINESS SCHOOLS

IESE has maintained alliances with Harvard Business School and other leading institutions for over 50 years. The IESE-HBS relationship led to the renovation this year of the joint program Value Creation Through Effective Boards. IESE and HBS also offer the Global CEO Program and work together through the HBS-IESE Committee.

# A LASTING LEGACY

On August 31st 2016, Prof. Jordi Canals stepped down as dean of IESE after 15 years of service. He leaves a lasting legacy of learning, growth and global development.



**“The spirit of service that we foster and embody at IESE...**

is where the relationship of students with the school starts. What alumni remember from their IESE experience is not just exceptional classes, but an ‘IESE magic’ that many consider has had a transformational impact on their lives.”

**JORDI CANALS** Former Dean

## • **GROWTH IN GERMANY**

IESE’s impact in Germany grew from a handful of alumni attending a 2004 meeting to explain the school’s plans for Munich, to over 1,000 alumni attending the Global Alumni Reunion and newly inaugurated permanent campus in 2015. During the intervening decade, the AMP (Advanced Management Program) was launched in 2005, and the PMD (Program for Management Development) in 2011.

## • **U.S. EXPANSION**

The longstanding relationship between IESE and Harvard Business School deepened, and IESE strengthened its ties with other leading schools including Wharton, Stanford and MIT. The school opened the doors of its permanent New York campus in 2012. The school had already led the SEP (Senior Executive Program) New York-Miami in New York since 2010. In 2011, the AMP Media & Entertainment in New York was launched, and two years later the PLD New York.

## • **BUILDING BARCELONA AND MADRID CAMPUSES**

In 2007, the North Campus in Barcelona was inaugurated. Rising numbers of MBA enrollments and in-company program clients, as well as the growth

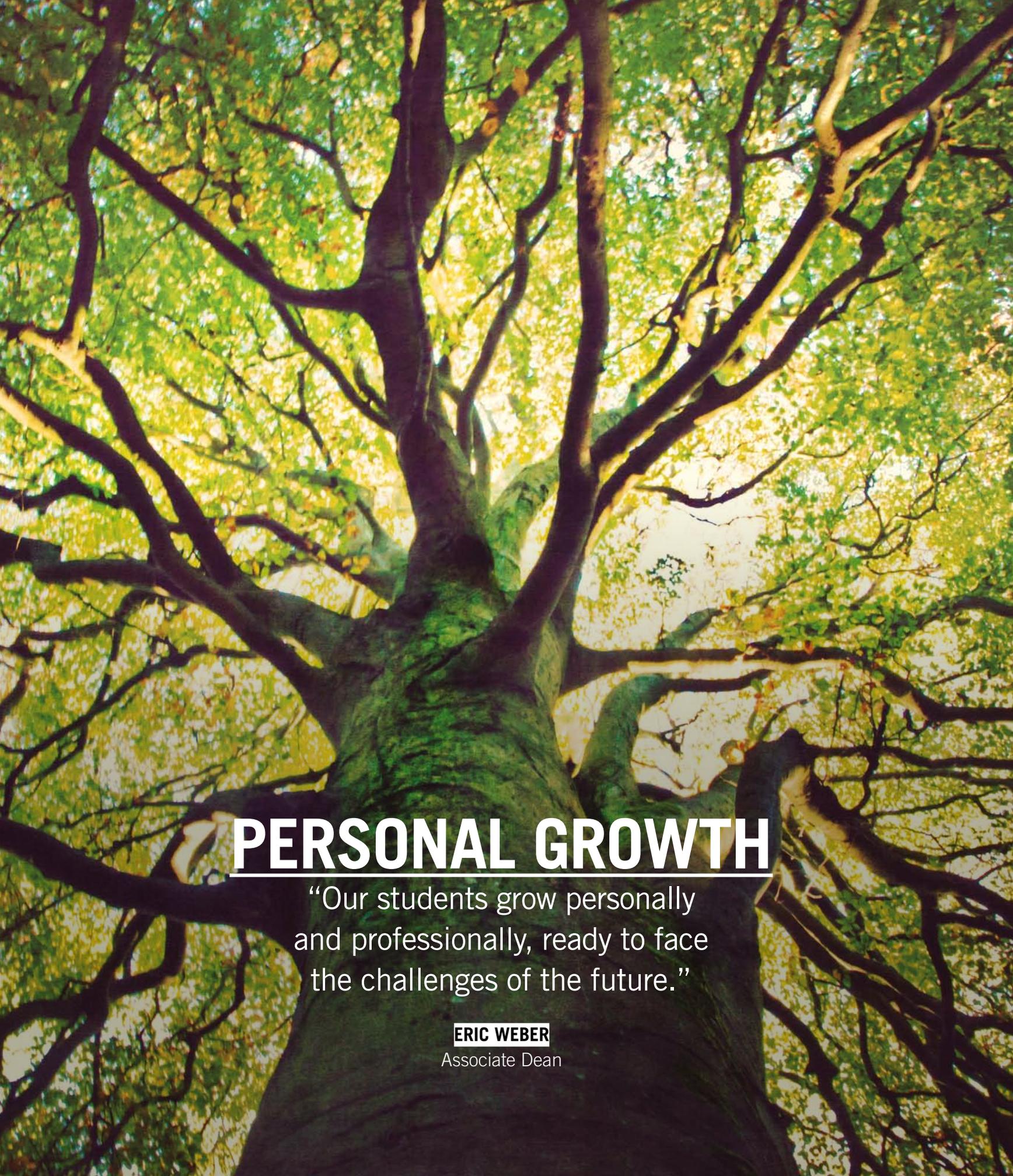
of other activities at the school, led IESE to decide to expand its campus facilities in Madrid and Barcelona. The renovation of Barcelona’s South Campus was completed in 2016 and a new building in Madrid is expected to get underway in 2017.

## • **GLOBAL PROGRAM LAUNCHES**

The Global Executive MBA was launched in 2001. In 2001-2006, other program launches included AMP Sao Paulo (2002), AMP Barcelona (2003), AMP Warsaw (2006), and the Global CEO Program for China in partnership with Harvard Business School and CEIBS (2006), EMBA on the Barcelona campus (2008), and the Global CEO Program in partnership with Wharton and CEIBS (2010). In 2012, the Executive MBA Sao Paulo was launched.

## • **A GROWING GLOBAL FACULTY**

In recent years, IESE’s faculty has become increasingly global, with professors from many countries providing a wealth of experience. The result is that IESE is now an institution with a profoundly international character and extensive reach. In terms of research, faculty members apply IESE’s unique approach toward companies, their management, the economy, and wider social challenges to answer today’s most pressing questions.



# PERSONAL GROWTH

“Our students grow personally and professionally, ready to face the challenges of the future.”

**ERIC WEBER**

Associate Dean

# THE MBA PROGRAMS

IESE offers three MBA programs: the full-time MBA, the Executive MBA and the Global Executive MBA.

# 1,215

**Total MBA Students:**  
Full-time MBA, EMBA and Global EMBA

## THE FULL-TIME MBA

Students and alumni around the world took part in the second year of a global series of events to commemorate the **50th anniversary of the IESE MBA Program**.

Significant developments included the introduction of a **fifth section** that will continue to increase the program's diversity.

The international aspect of the program is a priority. This is reflected not only in the elective **courses held in New York, Sao Paulo, Shanghai and Nairobi** but also in the presence in classrooms of students from 55 countries and professors of international renown. It is reinforced further through an international focus on learning management.

IESE has built an **entrepreneurial ecosystem**. The recently introduced Summer Entrepreneurship Experience is already delivering results in the form of start-ups launched by IESE students. The Entrepreneurship Experience is one of the summer internship options.

## THE FULL TIME MBA CLASS STARTING 2015-2016



**55**  
Nationalities



**28%**  
Women

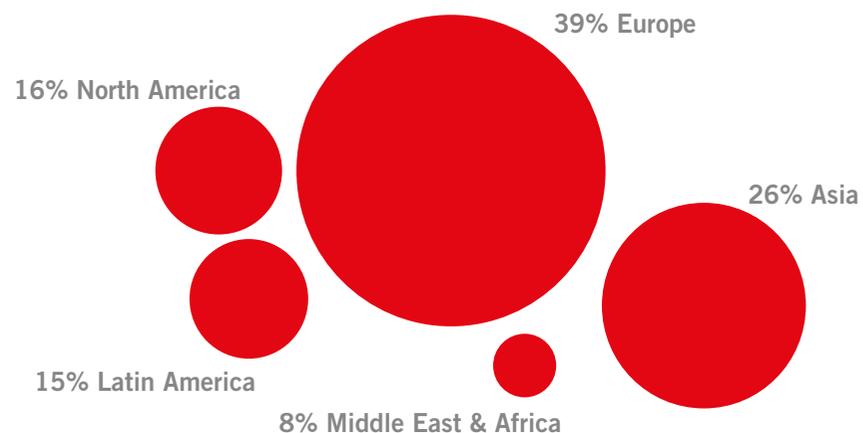


**577**  
Students



**670**  
Average GMAT

## STUDENTS BY GEOGRAPHIC AREA



## 02. PERSONAL GROWTH

# 30

**Business schools in the full-time MBA Exchange Program**

- BERKELEY HAAS, U.S.
- CEIBS, CHINA
- CHICAGO BOOTH, U.S.
- COLUMBIA BUSINESS SCHOOL, U.S.
- CORNELL UNIVERSITY (JOHNSON), U.S.
- DARDEN, UNIVERSITY OF VIRGINIA, U.S.
- DUKE UNIVERSITY (FUQUA), U.S.
- GSIMA, JAPAN
- HEC, FRANCE
- HKU, CHINA
- HKUST, CHINA
- IAE UNIVERSIDAD AUSTRAL, ARGENTINA
- IPADE, MEXICO
- INDIAN SCHOOL OF BUSINESS (ISB), INDIA
- KBS, KEIO UNIVERSITY, JAPAN
- KELLOGG, U.S.
- LONDON BUSINESS SCHOOL (LBS), U.K.
- MELBOURNE BUSINESS SCHOOL (MBS), AUSTRALIA
- MICHIGAN ROSS, U.S.
- MIT SLOAN, U.S.
- NANYANG, SINGAPORE
- NYU STERN, U.S.
- RECANATI, ISRAEL
- ROTTERDAM SCHOOL OF MANAGEMENT (RSM), THE NETHERLANDS
- TUCK, U.S.
- UCLA ANDERSON, U.S.
- UNC KENAN-FLAGLER, U.S.
- WHARTON, U.S.
- YALE SCHOOL OF MANAGEMENT, U.S.
- YONSEI SCHOOL OF BUSINESS (YSB), SOUTH KOREA

The MBA Program is **action orientated and focuses on the human and ethical dimensions of business**. Its curriculum is constantly updated in order to better develop future business leaders. Innovations this academic year included a communication skills development course and a course to improve teamwork skills. This consisted of modules and sessions tackling topics such as team management, conflict resolution, and receiving and providing feedback.

Experiential learning in the program continued to increase. The **Capstone Project** is one of the most established MBA projects, in which first-year students work in teams on real companies' business problems. In 2015-2016, the nine participating companies were Airbnb, Altadis, España, HPE, Isdin, Nestlé, Roche Farma, Schneider and the Vicente Ferrer Foundation.

### • YOUNG TALENT PROGRAM

The program is a pipeline for future talent and it currently has 112 net candidates enrolled. In 2015-2016, three YTP students started the MBA.

## PLACEMENT IN THE FULL-TIME MBA, CLASS 2016



**of the full-time MBA students changed the location, function or section in which they work**



**of the full-time MBA students accepted a job offer within three months of graduation**

# 25

**Top recruiting companies in the full-time MBA**

- AB INBEV
- ADIDAS
- AKZO NOBEL
- ALIBABA GROUP
- AMAZON
- AMERICAN EXPRESS
- BERTELSMANN
- CARREFOUR
- DOW CHEMICAL COMPANY
- EXPEDIA.COM
- FALABELLA
- GLAXOSMITHKLINE
- GOOGLE
- HILTI
- JOHNSON & JOHNSON
- MANGO
- MICROSOFT
- NIKE
- NOVARTIS
- RECKITT BENCKISER
- TELEFÓNICA
- THE KRAFT HEINZ COMPANY
- UBER TECHNOLOGIES
- UPS
- WERFEN GROUP



• **THE EXECUTIVE MBA**

The IESE Executive MBA (EMBA) Program helps managers to develop executive capabilities and the in depth knowledge they need to manage companies, as well as gain a global vision of the business world. In line with IESE's mission, the program has a humanistic focus. The Executive MBA is currently delivered in **Barcelona, Madrid and Sao Paulo**. The Class of 2016 was the third to graduate in Sao Paulo.

In 2015-2016, a recent **program redesign** was implemented: The program now includes three mandatory "intensive weeks" in the second academic year. Students combine immersion experiences in the international hubs of New York, Sao Paulo or Shanghai with elective courses and the executive management simulation program (EXSIM).

• **THE GLOBAL EXECUTIVE MBA**

The Global Executive MBA Class of 2016 consolidated the "**One Class, Two Tracks**" format, launched during the 2013-2014 academic year. The format sees two cohorts of participants begin the program in New York and Barcelona before uniting in Asia, Europe and North America.

Focus this year was on more progressive integration and increased cohesiveness of the New York and Barcelona tracks, and on a final compulsory week concluding with a joint graduation.

**Curriculum innovations** were introduced to improve the learning experience for participants in what is one of IESE's most blended programs. The ultimate goal is to position IESE in the vanguard of Executive MBA Programs across the globe.

BY THE NUMBERS

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**550**  
Students

**32**  
Average Age

**27%**  
Women

BY THE NUMBERS

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**88**  
Students

**38**  
Average Age

**86%**  
International Students

# EXECUTIVE EDUCATION

Executive Education programs span five continents and have a common aim: to optimize the participants' knowledge, integrative thinking and global mindset.

## 34 GENERAL MANAGEMENT PROGRAMS

These programs were delivered to **1,167 participants in 15 cities** in Europe, North America, Asia and Latin America. IESE has international alliances with top business schools including Harvard Business School, Wharton and CEIBS. Some of these programs for general managers were redesigned to include new learning methodologies. Other groups and programs will also begin to incorporate these new features.

## CUSTOM PROGRAMS

IESE delivered customized learning programs to **4,500 executives in 70 companies from 18 countries** across Europe, North America, South America and Asia. Recent companies to work with IESE on such programs include Lixil and Michelin. A number of these were blended (online and residential), incorporating methodologies such as e-sessions and action learning to complement in-classroom case discussions and workshops.

## 42 FOCUSED PROGRAMS

These programs had **1,001 participants**, in Barcelona, Madrid and New York. The first pilot of a blended Focused Program was launched this year. In addition to the Value Creation Through Effective Boards program with Harvard Business School, which ran for the third time, a new program was launched with the Michigan Ross School of Business, entitled Becoming a Positive Leader.

## 5 LEADERSHIP PROGRAMS FOR PUBLIC SECTOR MANAGEMENT

In 2015-2016, five programs helped **300 leaders** in governmental and public organizations learn how to professionally manage public resources, develop new managerial capabilities, motivate their teams better and implement management models to carry out public policies. One program was held in collaboration with the Harvard Kennedy School of Government.

## 11 INDUSTRY MEETINGS

Meetings with **220 speakers and chairpersons and 1,589 participants** took place in Barcelona, Madrid and Mexico City in 2015-2016. These platforms for knowledge exchange among business executives, academics and thought leaders cover a wide range of industries, including the automotive, banking, energy, healthcare and IT sectors. A landmark was the 30th edition of IESE Auto.

### BY THE NUMBERS

**8,662**  
Total Participants

# EXECUTIVE EDUCATION AROUND THE WORLD

## NEW YORK CAMPUS, U.S.

### GENERAL MANAGEMENT PROGRAMS:

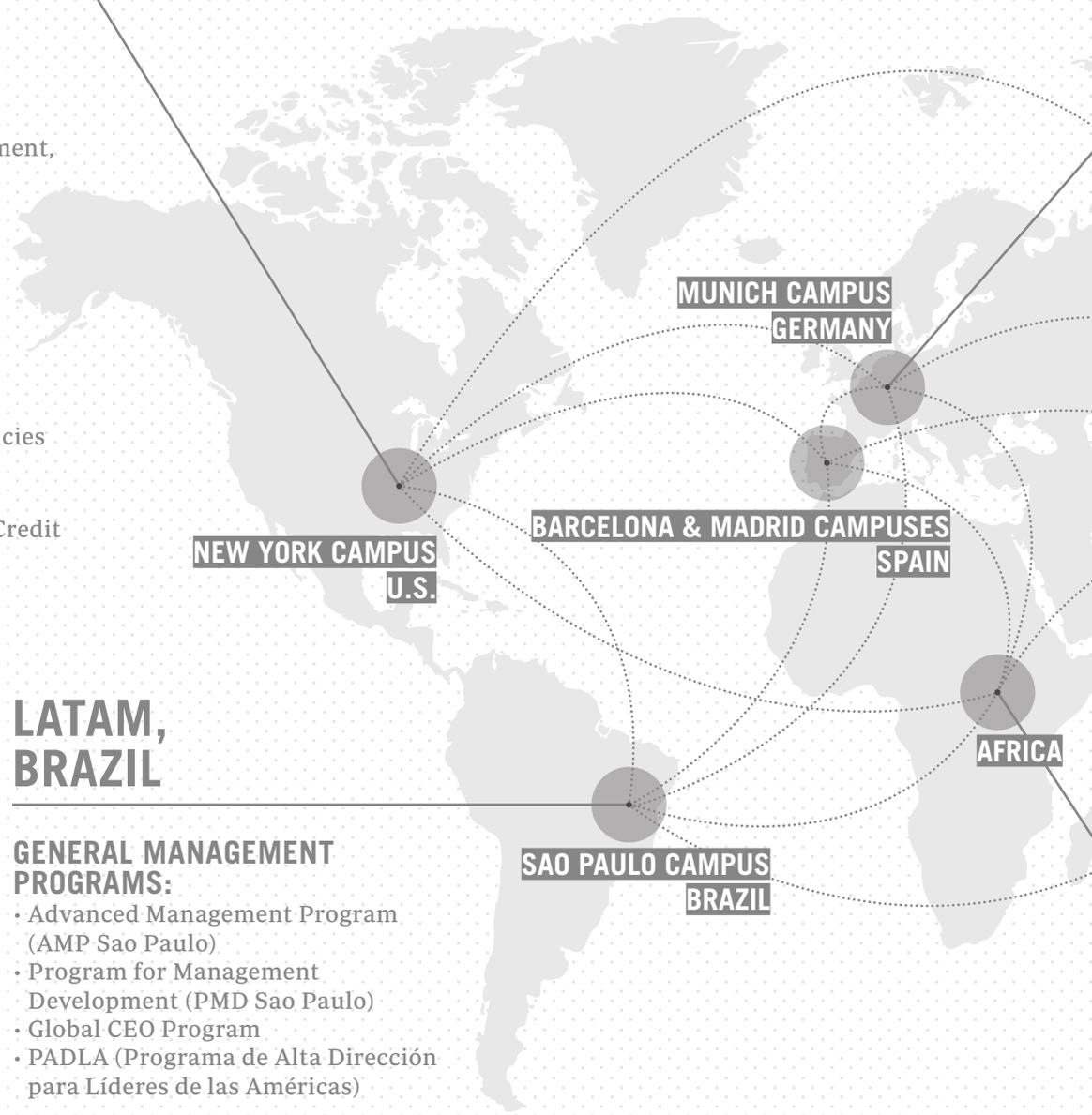
- Senior Executive Program, New York-Miami
- Advanced Management Program in Media and Entertainment, New York-Los Angeles
- Program for Leadership Development, New York-Miami
- Global CEO Program: Shanghai Philadelphia-Barcelona

### FOCUSED PROGRAMS:

- Advanced Digital Media Strategies
- Making It Work
- Doing Business Globally
- Developing Leadership Competencies

### CUSTOM PROGRAMS:

Abbott, Avande, BMW, Bradesco, Credit Suisse, Eurovision, Lixil, Michelin, Oracle, SAB Miller, etc.



## LATAM, BRAZIL

### GENERAL MANAGEMENT PROGRAMS:

- Advanced Management Program (AMP Sao Paulo)
- Program for Management Development (PMD Sao Paulo)
- Global CEO Program
- PADLA (Programa de Alta Dirección para Líderes de las Américas)

### CUSTOM PROGRAMS:

Abertis, Banco Santander, Bradesco, Gas Natural Fenosa and Anglo American.

## MUNICH CAMPUS, GERMANY

### GENERAL MANAGEMENT PROGRAMS:

- Advanced Management Program (AMP Munich)
- Program for Management Development (PMD Munich)

### CUSTOM PROGRAMS:

BASF, BMW, Boehringer Ingelheim, Carlsberg, Erste Bank Group, Henkel, Haniel Group, Phoenix, etc.

## ASIA

ASIA

### GENERAL MANAGEMENT PROGRAMS:

- Global CEO Program
- Global CEO Program for China

### CUSTOM PROGRAMS:

Banco Santander, Ethos, Lixil and Oracle.

## AFRICA

Pan-African AMP

# #1

**The *Financial Times* ranked IESE #1 in Executive Education programs for the second year in row.**

The *Financial Times* highlighted IESE's international scope and reach, faculty and participants' satisfaction.

## LEARNING INNOVATIONS

### TECHNOLOGIES REINFORCEMENT:

- Video Clips: These introduce a topic that is subsequently explained in class.
- Online Platform for sharing documents for class preparation.
- Audio Cases: Audio format, supplementary to the traditional format.

### NEW ACTIVITIES:

- Negotiation Workshop.
- Executive Coaching process that begins with a leadership competences assessment.
- Executive Challenge: Each participant describes to five others a specific business problem and receives feedback.
- Simulation on managing change.
- Digitalization Workshop: It aims at raising awareness among participants about the challenges posed by the ongoing digitalization of most industries.

# PhD

The program prepares students for an academic career at the world's leading business schools and universities.

The PhD program educates students in research and it prepares them to influence management thinking in their areas of specialization.

## AWARDS AND DISTINCTIONS

In terms of research output, students attended and presented papers at the most prestigious international research conferences and symposiums. Several awards and distinctions were achieved, including:

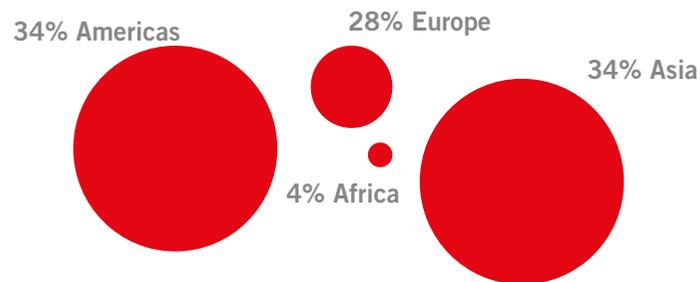
Anthony Silard: OCIS Desantis Award & William H. Newman Award Nominee for his paper "The Internet Bait-and-Switch: The Influence of Connectivity on Contactedness and Connectedness" at the Academy of Management Annual Meeting 2015 (Vancouver).

Pedro Silva Belisario: His paper "Information Spillovers: The Effect of Analyst Coverage on Stock Returns Co-movement" was awarded with the Best Paper Award of the 2015 London Business Research Conference and the 2015 Paris Business Research Conference.

## BY THE NUMBERS

**27**  
PhD Students

## STUDENTS BY GEOGRAPHIC AREA



# INTERNATIONAL FACULTY PROGRAM

The International Faculty Program (IFP) prepares business school professors to make outstanding contributions to their institutions through the development of critical teaching and leadership skills.

The 25th edition of the IFP saw 19 participants from 10 countries (Canada, Croatia, Spain, the Philippines, Finland, Ireland, Kenya, Mexico, Nigeria and Pakistan) study on IESE's Barcelona campus. Over three weeks and 11 modules, the school's faculty presented methodologies for teaching business

administration. Participants explored the case method and received support in the preparation of new business cases and curriculum planning.

The IFP dates back to 1991 when IESE first started delivering seminars for professors from Central and Eastern Europe. The first edition of the program officially took place in 1992. Since then it has educated more than 500 professors from over 70 countries – most from emerging countries – in Africa, Asia, Europe and Latin America.

Graduates have gone on to teach and conduct research in more than 200 business schools, economy and business administration faculties and other educational institutions.

## BY THE NUMBERS

**500**  
Professors from 70 Countries

# INNOVATE

“Our faculty members generate insightful ideas and solve problems for the senior managers of today – and of tomorrow. As professors, our faculty members help IESE program participants to develop into better leaders – and better human beings.”

**MARTA ELVIRA**

Associate Dean for Research





## LEARNING INNOVATIONS

IESE is experimenting with new tools and approaches in the context of specific methodologies: distance learning, coaching and mentoring, action and experiential learning, simulation-based learning and online learning. Innovations this year include:

- **ALUMNI DIGITAL SERIES**

Hundreds of alumni joined a pilot online course, “Developing a Digital Mindset,” which combined online resources with personal synchronous and asynchronous engagement between faculty and participants. It received very positive feedback and the series will be extended in 2016-2017.

- **MASSIVE OPEN ONLINE COURSES**

In 2015-2016, IESE professors offered four Massive Open Online Courses (MOOCs) through Coursera, one of the world’s leading providers of MOOCs, with nearly 20 million registered users. IESE is amongst a small group of schools on the platform to offer courses in two languages.



•••

**“New developments such as digitalization, recent discoveries in neuroscience, advancements in HR practices and the emergence of new learning methodologies are driving changes in education.** Inspired by this ongoing evolution in teaching and learning, IESE has formulated a concept called ‘omni-learning.’ In omni-learning, professional development becomes an everyday journey undertaken at any place or time, integrated into executives’ daily activities and informed by personalized, data-driven insight. A blended-learning model has been adopted as the framework for the design of IESE programs and as a step toward omni-learning.”

**PROF. EVGENY KÁGANER**

IESE Learning Innovation Unit Academic Director

### • **ONLINE SPECIALIZATION**

The school offered its “Foundations of Management” specialization through Coursera. Coursera specializations are sequences of related MOOCs focused on a specific subject ending with a capstone assignment. IESE’s five-course series comprises short courses in the areas of accounting, finance, marketing and managing people.

### • **IMPROVEMENTS IN PROGRAMS**

Some IESE programs, such as the Global Executive MBA and Custom Programs, have already introduced new learning techniques and methodologies in recent years. In 2015-2016 it was the turn of the Spanish-language Program for General Managers (PDG) and Focused Programs to add new developments.

### • **TEDXIESEBARCELONA**

Members of IESE’s MBA Innovation Club organized the 2016 edition of TEDxIESEBarcelona in March 2016, titled “Discover Hidden Potential,” on IESE’s Barcelona campus. This licensed but independently organized conference under the banner of the TED non-profit featured nine speakers, and 300 attendees.

# RESEARCH

IESE's faculty members contribute leading-edge research to academic publications, conferences and seminars to help solve management challenges.

Noteworthy activities during 2015-2016 included the **launch of WeGrow by the Entrepreneurship and Innovation Center (EIC)**. The program aims to pass the experience of successful business leaders on to young IESE entrepreneurs.

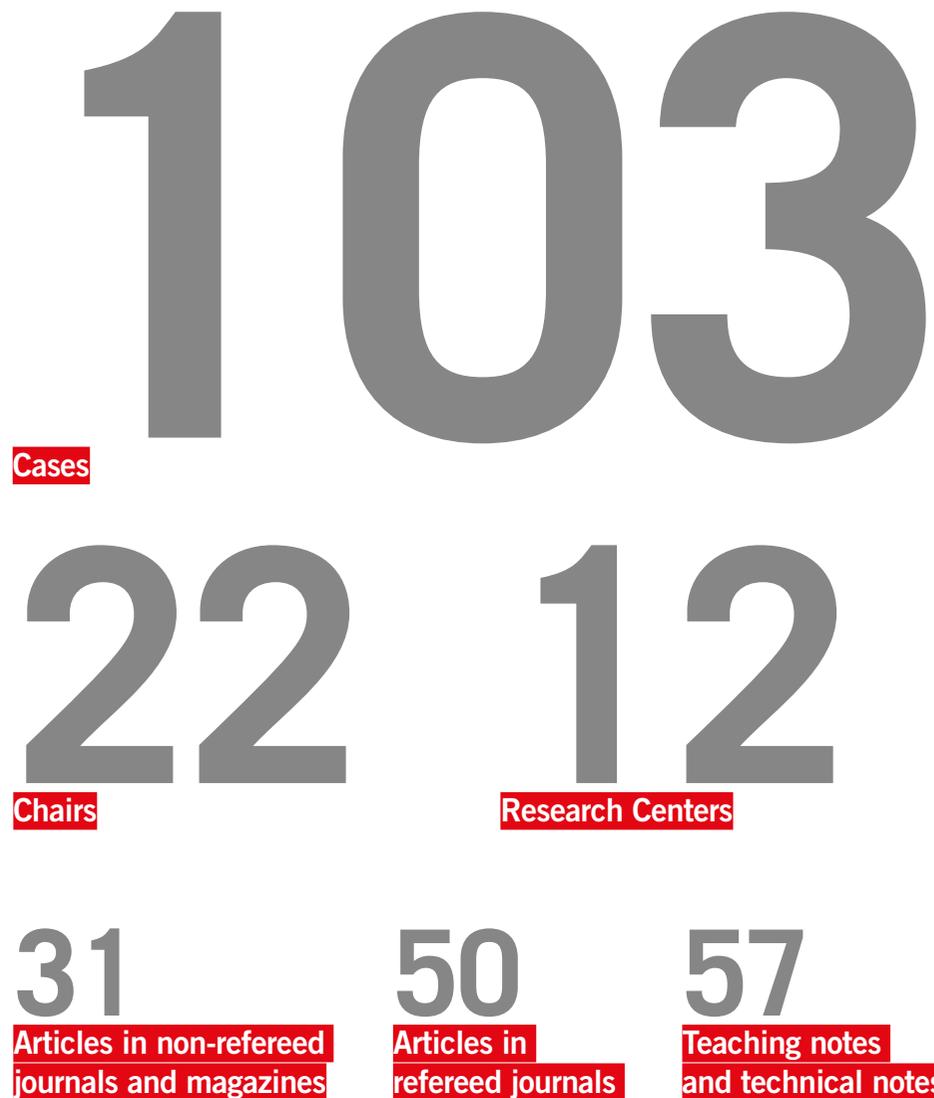
The IESE Business Angels Network financed start-ups with 25 investments totaling more than 3 million euros and published the **AEBAN Business Angels Report**, the first Spanish study regarding investment trends.

The International Center for Work and Family published "**Women on the Boards of the Ibex-35**," which analyzed the ground gained by female board members in Spain's benchmark stock market index with the goal of promoting women's leadership in business.

The Specialist Center for Public-Private Partnerships in Smart and Sustainable Cities (PPP for Cities), which is under the umbrella of the PPSRC Research Center, organized the **I International Conference PPP for Cities** entitled "Fostering Sustainability and Innovation in Cities Through Public-Private Partnerships."

During the 2015-2016 academic year, **IESE started a total of 14 new Competitive Research Projects**,

## 2015-2016 BY THE NUMBERS



## NEW IESE CHAIRS

including the new Horizon2020 project “ACTTiVate – Pan-European Clusters for Technology Transfer and New Value Chains” from the Business Angels Network, four new projects funded by the Spanish Ministry of Economy and Competitiveness, and a research fellowship from Fundación BBVA.

### • IESE PUBLISHING

The school’s publishing arm is an international producer of cases and other management teaching materials for academic institutions. Sales increased by 6 percent during the 2015-2016 academic year.

### • IESE INSIGHT

IESE’s research is shared through global publications and through IESE Insight, the school’s knowledge portal and quarterly magazine. The online version of the magazine is distributed to 17,000 managers and scholars. IESE Insight portal has 21,474 subscribers.

### • THE IESE LIBRARY

In 2015-2016, the library focused on improving user experience by offering better services and collections. Students, faculty and alumni can currently access to 54,599 volumes, 37,183 paper books, 326,289 electronic books, 89 paper journals and 26,790 electronic journals.

### • FUEL FREEDOM CHAIR FOR ENERGY AND SOCIAL DEVELOPMENT

The Fuel Freedom Chair was conceived as a platform for research on energy aimed at reducing energy poverty in developing countries. The Chair’s first project, “em-POWERing Africa,” will study ways for African countries to use locally produced fuels that are cleaner than gasoline. The project will also examine logistics, in order to mitigate the adverse effects of poor infrastructure, weak regulation, and weak capital flows. Another program focus is domestic energy

consumption. The new Chair will also foster the dissemination of knowledge and experiences to facilitate cross-learning among markets, governments and firms in emerging countries.



Ahmad Rahnama, holder of the Chair, and Yossie Hollander.

### • PUIG CHAIR OF GLOBAL LEADERSHIP DEVELOPMENT

The Chair will foster knowledge generation for effective human capital strategies that enable firms to drive long-term economic growth and social progress. The Puig Chair also provides a forum for debate between business leaders and academics in the form of a leadership think tank. It will also develop educational activities within the PhD, MBA and Executive Education Programs. The Puig Chair will pursue three principal lines of research: Leadership development and human capital strategies to deliver sustainable competitive



Marc Puig, Marta Elvira, the Chair holder, and Mariano Puig.

advantage; how companies can develop diverse, inter-generational and engaged workforce for the long term; and identifying best practices in leadership development adopted by globally successful companies.

# FACULTY

IESE's faculty comprises 101 full-time professors from 31 different countries. Three professors joined the faculty during the 2015-2016 academic year.

## THIRTEEN FACULTY MEMBERS WON INTERNATIONAL AWARDS

**Andreu, R.**, IESE Research Excellence Award awarded by the IESE Alumni Association for his book "Huellas: Construyendo valor desde la empresa".

**Antonopoulou, K.**, 2016 Organizational Communication & Information Systems Division of the Academy of Management Best division Paper Award for the paper "Creating new value through repurposing digital innovations" co-authored with J. Nandhakumar and O. Henfridsson.

**Berrone, P.**, 2016 Organization and Management Theory Division of the Academy of Management Best International Paper Award for the paper "The Family-Legitimizing Environment and the Prevalence, Strategy, and Performance of Family Firms" co-authored with P. Duran, L. Gomez-Mejia, P. Heugens, and M. Vanessen.

**Dávila, A.**, 2015 E. Yetton Prize awarded by the Australian Journal of Management for his paper "The Rise and Fall of Startups: Creation and Destruction of Revenue and Jobs by Young Companies" co-authored with George Foster, Xiaobin He, and Carlos Shimizu.

**Font, V.**, IESE Research Excellence Award awarded by the IESE Alumni Association for his course "Marketing, Planning and Implementation" (EMBA-BCN).

**Klueter, T.**, AMJ Best Article Finalist 2015 (Top 3 Papers) for his paper "Decoding the Adaptability-Rigidity Puzzle: Evidence from Biopharmaceutical Incumbents' Pursuit of Gene Therapy and Monoclonal Antibodies" co-authored with R. Kapoor.

**Las Heras, M.**, 2016 Emerald Literati Network Award for her paper "How National Context Moderates the Impact of Family-Supportive Supervisory Behavior on Job Performance and Turnover Intentions" co-authored with S. Trefalt and P.I. Escribano, published in the Journal of the Iberoamerican Academy of Management.

**Moscoso, P.**, 2015 EFMD Case Competition Winner in the Section Supply Chain Management with his case "The HP Helion Proposal: To Migrate or Not to Migrate to the Cloud, That Is the Question" co-authored with E. Flores and F. Vázquez.

**Nueno, P.**, Honorary Member of the European Council of Doctors.

**Ormazabal, G.**, 2015 Review of Accounting Studies (RAST) Conference Best Discussion Award.

**Reiche, S.**, IESE Research Excellence Award awarded by the IESE Alumni Association for his article "Why and How Does Shared Language Affect Subsidiary Knowledge Inflows? A Social Identity Perspective" co-authored with A. Harzing and M. Pudelko.

**Ricart, J.E.**, 2016 Emerald Literati Network Awards as Outstanding Reviewer for Management Researcher: The Journal of the Iberoamerican Academy of Management.

**Vaccaro, N.**, AMJ Best Article Finalist 2015 (Top 3 Papers) for his paper "Values Against Violence: Institutional Change in Societies Dominated by Organized Crime" co-authored with G. Palazzo.

## BY THE NUMBERS

# 101

Full-time  
Professors

# 68

External  
Collaborators

# 31

Nationalities

# 3

New Full-time  
Professors

**Miguel Duro**,  
Assistant Professor of Accounting and Control, PhD Columbia Business School

**Solon Moreira**,  
Assistant Professor of Entrepreneurship, PhD Copenhagen Business School

**Giovanni Valentini**,  
Associate Professor of Strategic Management, PhD IESE



# POSITIVE IMPACT

“For more than 25 years, IESE has had a positive effect on management education in Africa by helping to found business schools and to develop faculty members there. All these activities are carried out under the umbrella of the IESE Africa Initiative.”

**PROF. ALEJANDRO LAGO**

Co-director  
of The Africa Initiative

# WHEREVER YOU ARE

IESE was founded with a global mindset and continues to deliver outstanding management education around the world.



Barcelona Campus.



New building in Madrid Campus.



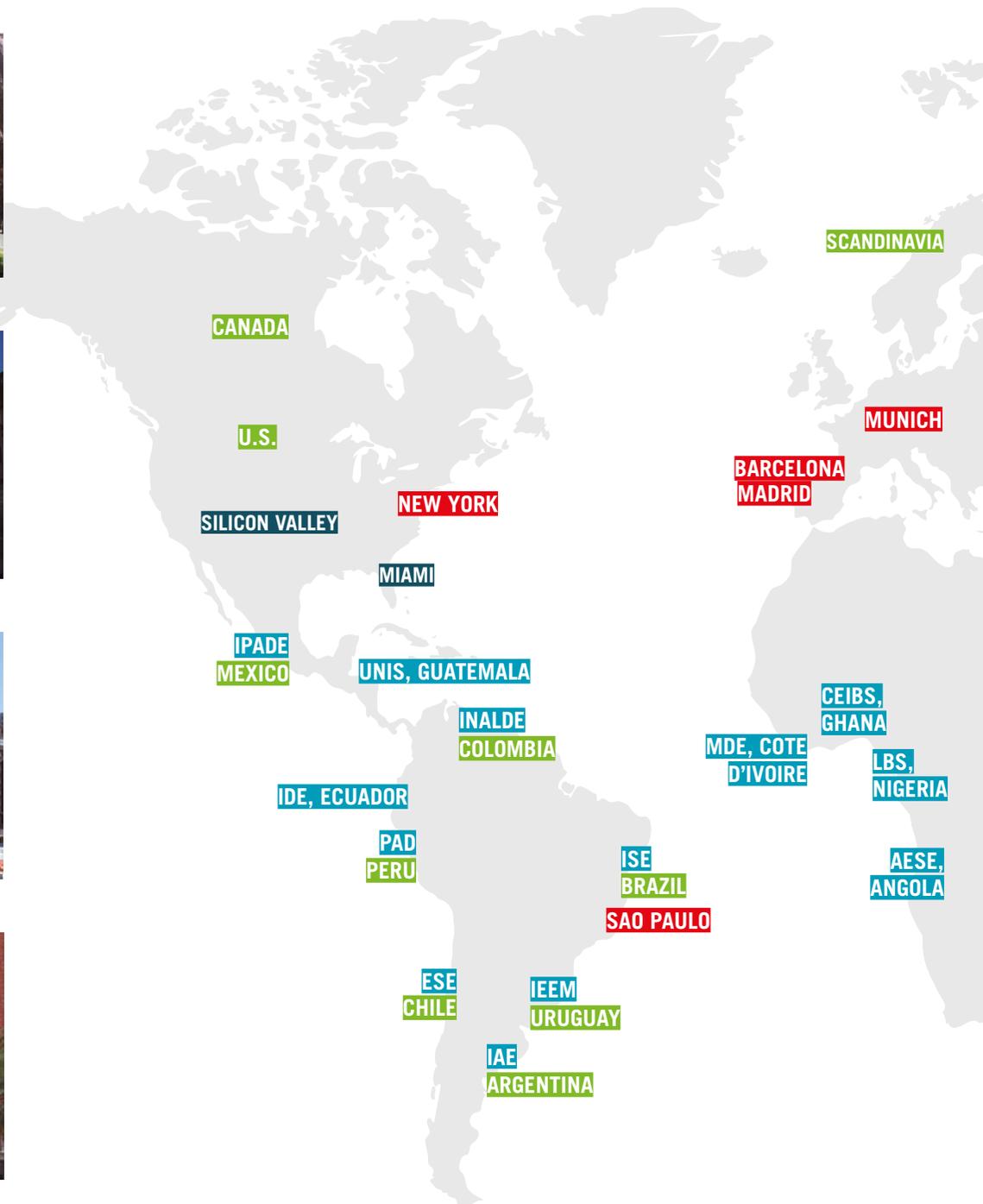
Munich Campus.

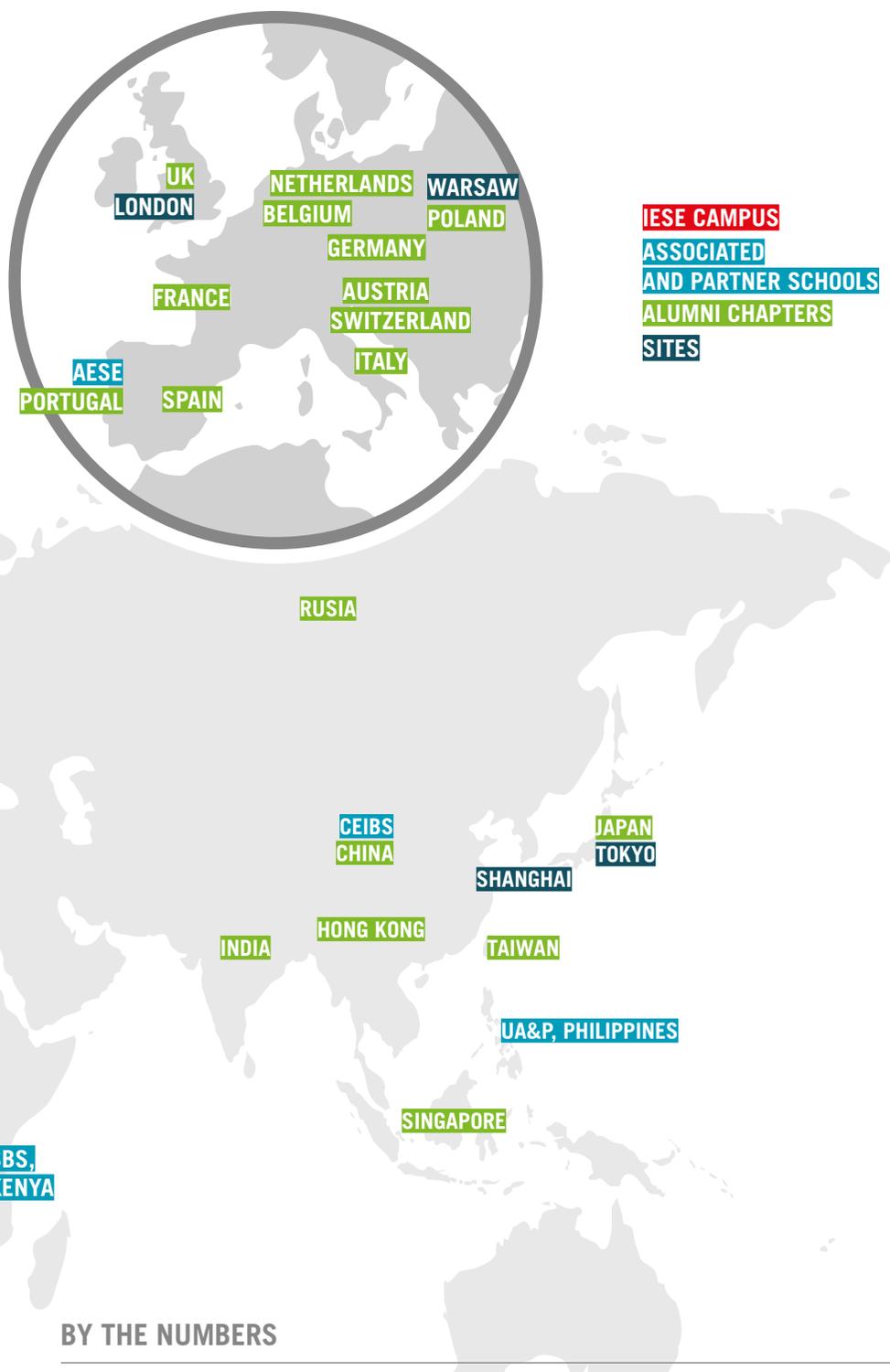


New York Campus.



Sao Paulo Campus.





BY THE NUMBERS

**5**  
Campuses

**8**  
Offices

**14**  
Associated  
Business Schools

**200+**  
Partner Companies  
Around the World

IESE MILESTONES

AFRICA

- Supported the development of management education in Africa for over 25 years.
- Works with African business schools to deliver programs and support business communities through research initiatives, expertise sharing and networking events.
- Creates and reinforces connections across the continent through The Africa Initiative, the school's umbrella project for its activities in the region.

ASIA

- Active in Asia for over 20 years and focused on the region as a high strategic priority for the future.
- 22 percent of MBA students come from Asia and initiatives continue to expand there through Executive Education programs and other program modules.
- Started Global CEO Program for China with Harvard Business School and CEIBS in 2005.

EUROPE

- Launched Europe's first two-year MBA in 1964.
- Began Executive Education programs for Germany in 2005.
- Opened a permanent campus in Munich in 2015.

LATIN AMERICA

- Played a key role in the foundation and development of nine associated business schools in Latin America since 1970.
- Started programs for senior executives in Sao Paulo in 2002.
- Launched Executive MBA Sao Paulo in 2012.

U.S.

- Established the Harvard Business School-IESE Committee in 1963.
- Campus in New York since 2006.

# SOCIAL IMPACT

IESE fulfills its mission to be a lasting source of positive change for the world by addressing some of the challenges facing society today through its programs and research.

## SUSTAINABILITY

IESE's operations are based on sustainable use of natural resources and respect for the environment. As part of the energy efficiency project that started three years ago, IESE will continue to implement proposals aimed at reducing energy consumption, lowering CO<sub>2</sub> emissions and reducing the school's carbon footprint.

In 2015-2016, the school put into place improvements that had been identified in previously conducted audits, such as replacing conventional lighting with LED solutions and implementing a climate-control installation plan for the Barcelona South Campus. Consequently, electricity consumption dropped by 6 percent compared with the previous year. Gas consumption also fell by 6 percent. Further measures were implemented to improve the management of water-saving systems.

### HELPING DEVELOPING COUNTRIES

The IESE Africa Initiative helps coordinate all Africa-related school activities. In addition, IESE's International Faculty Program develops teaching skills to business school professors around the world. IESE has also helped start and support 14 international business schools across Africa, Latin America, Asia and Europe.

### JOB CREATION

Over 4,700 jobs have been generated directly by IESE, through the school's venture capital fund Finaves, and through its Business Angels Network. IESE also works to promote vocational training to governments, unions, companies and other employers. IESE professors lead industry discussions and generate ideas about job creation.

### PUBLIC LEADERSHIP

IESE's Center for Public Leadership and Government delivers programs to senior officials throughout Africa, Europe, Latin America and in multilateral institutions like the World Bank.

### VALUES AND ETHICS

IESE emphasizes the importance of doing business ethically and this can be seen across program

curricula. MBA students organize the annual Doing Good, Doing Well conference, Europe's leading student-run event on responsible business. IESE also has two related Chairs: the Grupo Santander Chair of Financial Institutions and Corporate Governance, and CaixaBank Chair of Corporate Social Responsibility. The IESE Chair of Business Ethics organizes an annual International Symposium on Ethics, Business and Society.

### WOMEN IN MANAGEMENT

IESE's Women in Leadership (I-WIL) platform promotes better practices in organizations to increase the number of women in leadership positions. In 2015-2016, it organized alumnae breakfasts, presentations through the Women's Lobby, Women on Boards club and Executive Club, and promoted the Women on Boards Focused Program.

### ENTREPRENEURSHIP

The school encourages entrepreneurship through its Entrepreneurship Department. It provides guidance and access to funding through Finaves, the Business Angels Network, the Social Entrepreneurship and Innovation Platform, the IESE-La Caixa Social Entrepreneurship Program, and the Entrepreneur Alumni Platform. IESE's Search Fund Center also organizes an International Search Funds Conference.

# WHO MAKES IT HAPPEN: OUR ALUMNI

During 2015-2016, the Alumni Association – which was founded in 1959 – introduced major innovations to its Alumni Learning Program, held a landmark Global Alumni Reunion at IESE’s new Munich campus, and boosted its career-support activities.

## ALUMNI LEARNING PROGRAM

The Alumni Learning Program organized 226 sessions led by IESE faculty experts in international venues during the academic year. A total of 23,156 alumni participated in person, and over 9,000 connected to the association’s digital services to follow sessions online, either live (through webinars) or recorded (e-conferences). In 2015-2016 the association launched the Alumni Digital Series (a group of three sessions delivered on campus and online), the Alumni Digital Sessions (single sessions delivered on campus and online), the Alumni Leadership Series Webinars (a group of sessions delivered online only) and the Expert Insight Series.

## GLOBAL ALUMNI REUNION

The 2015 Global Alumni Reunion was held in Munich under the title “Expanding Impact: The Power of Excellence in Business.” Over a thousand alumni heard from prominent business leaders, academics and opinion makers,

including Jaime Caruana, general manager of the Bank for International Settlements; Janne Haaland Matlary, professor of international politics at the University of Oslo; Hans J. Langer, founder and CEO of EOS; and Paul Achleitner, head of the supervisory board of Deutsche Bank AG.

## CAREER SUPPORT

Members of the IESE Alumni Association can take part in an annual career-support session with an accredited advisor to identify how to reach professional objectives. There are currently 16 advisors in eight cities in Europe and the United States, and this network will be expanded.

## ALUMNI ASSOCIATION AWARDS

In addition, IESE Profs. Sebastian Reiche, Rafael Andreu and Vicente Font received **Research Excellence Awards from IESE Alumni Association**. Since 2002, these awards have recognized outstanding research contributions.

## BY THE NUMBERS

# 44,695

Alumni in 123 Countries

# 136

Alumni Nationalities

# 39%

Alumni Association Members

# 35

Chapters

## ALUMNI SERVICES & ACTIVITIES

### EDUCATION & KNOWLEDGE

- The Alumni Learning Program
- IESE Insight: Knowledge Portal and Magazine
- E-conferences Sessions

### CAREER DEVELOPMENT CENTER

- Career Advice and Coaching
- Alumni Mentoring Program
- Professional Development and Entrepreneurial Platform
- Job Board

### NETWORKING

- Global Alumni Reunion and Chapter Summits
- Alumni Directory
- Class Reunions



## 22 CHAIRS

Abertis Chair of Regulation,  
Competition and Public Policy  
**PROF. XAVIER VIVES**

Alcatel-Lucent Chair  
of Technology Management  
**PROF. ANTONIO DÁVILA**

Anselmo Rubiralta Chair  
of Strategy and Globalization  
**PROF. PANKAJ GHEMAWAT**

Banco Sabadell Chair  
of Emerging Markets  
**PROF. ALFREDO PASTOR**

Bertrán Foundation Chair  
of Entrepreneurship  
**PROF. M. JÚLIA PRATS**

CaixaBank Chair of Corporate  
Social Responsibility  
**PROF. ANTONIO ARGANDOÑA**

Carl Schroeder Chair  
in Strategic Management  
**PROF. JOAN E. RICART**

CELSA Chair of Competitiveness  
in Manufacturing  
**PROF. FREDERIC SABRIÀ**

Chair of Business Ethics  
**PROF. DOMÈNEC MELÉ**

Chair of Family-Owned Business  
**PROF. JOSEP TÀPIES**

Crèdit Andorrà Chair of Markets,  
Organizations and Humanism  
**PROF. JOSEP M. ROSANAS**

Eurest Chair of Excellence in Services  
**PROF. PHILIP MOSCOSO**

Fuel Freedom Chair for Energy  
and Social Development  
**PROF. AHMAD RAHNEMA**

Grupo Santander Chair of Financial  
Institutions and Corporate Governance  
(new chair for appointment)

Indra Chair of Digital Strategy  
**PROF. JOSEP VALOR**

Jaime Grego Chair  
in Healthcare Management  
**PROF. NÚRIA MAS**

José Felipe Bertrán Chair  
of Governance and Leadership  
in Public Administration  
**PROF. JOSÉ R. PIN**

Nissan Chair for Corporate Strategy and  
International Competitiveness  
**PROF. BRUNO CASSIMAN**

PricewaterhouseCoopers Chair  
of Corporate Finance  
**PROF. PABLO FERNÁNDEZ**

Puig Chair of Global Leadership  
Development  
**PROF. MARTA ELVIRA**

Schneider Electric Sustainability  
and Business Strategy Chair  
**PROF. PASCUAL BERRONE**

SEAT Chair of Labor Relations  
**PROF. CARLOS J. SÁNCHEZ-RUNDE**

## 12 RESEARCH CENTERS

Center for Business in Society

Center for Globalization  
and Strategy

Center for Innovation Marketing and  
Strategy

Center for International Finance

Center for Public Leadership and  
Government

Center for Research in Healthcare  
Innovation Management

Entrepreneurship and Innovation Center

Institute for Media and Entertainment

International Center  
for Logistics Research

International Center  
for Work and Family

International Research  
Center on Organizations

Public-Private Sector  
Research Center

# WHO MAKES IT HAPPEN: OUR GUESTS



**BILL MCDERMOTT**  
CEO of SAP



**SILVIO NAPOLI**  
Chairman of Schindler



**ANU AGA** Former  
President of Thermax



**ANTONIO HUERTAS**  
Chairman of MAPFRE



**JORDI MERCADER**  
Chairman of Miquel  
y Costas



**FRANCESCO VANNI  
D'ARCHIRAFI**  
CEO of Citi Holdings



**MARCO DRAGO**  
Chairman of De Agostini



**ROMAINE SEGUIN**  
President of UPS International Americas Region



**JOSÉ VINALS** Chairman  
of Standard Chartered



**FRANCK RIBOUD**  
Chairman of Danone's  
Board of Directors



**GEORGE YEO** Chairman  
of Kerry Logistics

#### 04. POSITIVE IMPACT



**SU-YEN WONG** CEO of the Human Capital Leadership Institute



**BRUNO DI LEO** Senior Vice-president of Sales and Distribution for IBM



**LUIS MAROTO** CEO of Amadeus



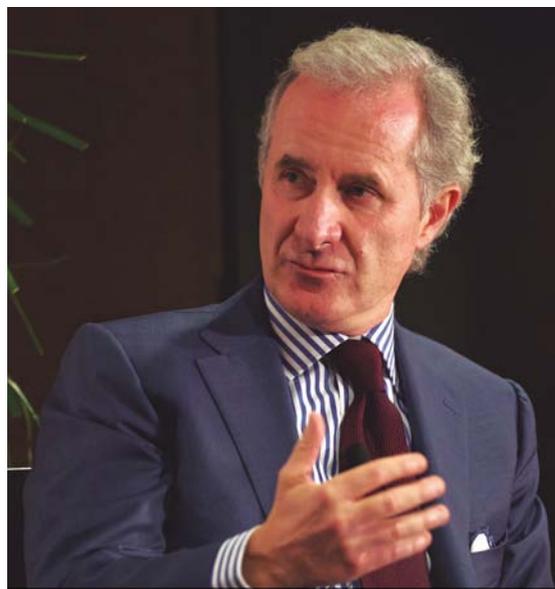
**HANS J. LANGER** Founder and CEO of EOS



**HERMAN DAEMS** Chairman of BPN Paribas Fortis' Board of Directors



**KAZUHIKO TOYAMA** CEO of Industrial Growth Platform



**FABRIZIO FREDA** CEO of Estée Lauder Companies



**KEES J. STORM** Former Chairman of the Executive Board of Aegon



**YOSUKE YAGI** Executive Vice-President, HR and General Affairs for Lixil



**FERNANDO ABRIL-MARTORELL** Chairman of Indra



**VICTOR FUNG** Chairman of Li & Fung



**MICHAEL HEINZ** Member of the Board of Executive Directors at BASF



**SUNNY VERGHESE** Co-founder, Group Managing Director and CEO of Olam International



**MARIA GARANA** Vice-president of the Business Solution Division of Microsoft EMEA



**JAIME CARUANA** General Manager of the Bank for International Settlements



**PAUL ACHLEITNER** Chairman of the Supervisory Board at Deutsche Bank



**JELLE VASTERT** Head of EV Infrastructure Europe at Tesla



**JAN LEVY** Managing Director at Three Hands



**SALVADOR ALEMANY** Chairman of Abertis

# WHO MAKES IT HAPPEN: GOVERNANCE

IESE is guided by its mission to develop leaders who aspire to have a deep, positive and lasting impact on people, firms and the world in which we live; to inspire leaders to work with a spirit of service and integrity. The school is an initiative of Opus Dei, a Personal Prelature of the Roman Catholic Church.

The school is governed by its senior management team and advised by its International Advisory Board (IAB), U.S. Advisory Council, and Alumni Association Executive Committee. The Harvard Business School-IESE Committee also plays an important advisory role.

The senior management team is responsible for defining and executing the school's strategy. The dean reports to the president of the University of Navarra, the Alumni Association's executive Committee and the International Advisory Board.

## IESE SENIOR MANAGEMENT TEAM

### DEAN

Jordi Canals

### ASSOCIATE DEAN

Eric Weber

### SECRETARY GENERAL

Fernando Peñalva

### GENERAL ADMINISTRATOR

Jaime Alonso

### ASSOCIATE DEAN: MBA PROGRAMS

Franz Heukamp

### ASSOCIATE DEAN: RESEARCH AND PHD PROGRAM

Marta Elvira

### ASSOCIATE DEAN: EXECUTIVE EDUCATION

Mireia Rius

### ASSOCIATE DEAN: FACULTY

Javier Quintanilla

### DIRECTOR OF MADRID CAMPUS

Francisco Iniesta

### DIRECTOR OF PEOPLE DIVISION

Marta Castán

### CORPORATE MARKETING AND COMMUNICATIONS

Teresa Gener

## IESE INTERNATIONAL ADVISORY BOARD

### Isak Andic

Mango, Spain

### Ibukun Awosika

The Chair Centre Group, Nigeria

### Hans-Jacob Bonnier

Bonnier AB, Sweden

### Michel Camdessus

Banque de France, France

### Jordi Canals

IESE, Spain

### Andrea Christenson

Käthe Kruse Puppen, Germany

### Brian Duperreault

Hamilton Insurance Group,  
Bermuda

### Óscar Fanjul

Omega Capital, Spain

### Benita Ferrero-Waldner

Munich Re, Austria

### Patricia Francis

Jamaican government, Jamaica

### Victor K. Fung

Li & Fung Group, China

### Franz Haniel

The Haniel Group, Germany

### Franz Heukamp

IESE, Germany

### Franklin P. Johnson

Asset Management, U.S.

### Denise Kingsmill

IAG, U.K.

### Bruno Di Leo

IBM, U.S.

### Hans Ulrich Maerki

Swiss Re, Switzerland

### Klaus Mangold

Daimler, Germany

### Janne Haaland Matlary

University of Oslo and  
Norwegian government, Norway

### Liz Mohn

Bertelsmann, Germany

### Stanley Motta

Motta Internacional,  
Panama

### N. R. Narayana Murthy

Infosys Technologies, India

### Paul Polman

Unilever, U.K.

### Rafael del Pino

Ferrovial, Spain

### Mariano Puig

Fundación Puig, Spain

### Maria del Mar Raventós

Codorníu, Spain

### Helena Revoredo

Prosegur, Spain

### Franck Riboud

Groupe Danone, France

### Siegfried Russwurm

Siemens AG, Germany

### Roberto Servitje

Bimbo, Mexico

### Martin Sorrell

WPP Group, U.K.

### Kees J. Storm

Aegon, Netherlands

### Francesco Vanni D'Archirafi

Citi, U.S.

### Eric Weber

IESE, Canada

### Werner Wenning

Bayer, Germany

### George Yeo

Kerry Group, China

### Ermenegildo Zegna

Ermenegildo Zegna, Italy

## THE U.S. ADVISORY COUNCIL

**William F. Baker**  
Channel Thirteen

**Gerry Byrne**  
PMC (Penske Media Corporation)

**Jordi Canals**  
IESE

**Tom Castro**  
El Dorado Capital

**Carmen Di Rienzo**  
DiRienzo Consulting

**Alan Glazen**  
Glazen Urban

**Frank J. Hager**  
OppCAP

**Claire Huang**  
Scottrade

**Jay Ireland**  
GE Africa

**Tom Kane**  
CBS

**Kate O'Sullivan**  
Microsoft Corporation

**Carlos Padula**  
Stelac Advisory Services

**Juan Pujadas**  
PwC

**Edward T. Reilly**  
American Management Assn.

**Tom Rogers**  
TiVo

**John Schmitz**  
Prime Policy Group

**John Sturm**  
University of Notre Dame

**Christopher Vollmer**  
Strategy&

**Eric Weber**  
IESE

**Kathryn Wylde**  
Partnership for New York City

## HARVARD BUSINESS SCHOOL-IESE COMMITTEE

**HBS**

**Srikant M. Datar**  
Arthur Lowes Dickinson  
Professor of Business  
Administration

**W. Carl Kester**  
George Fisher Baker Jr.  
Professor of Business  
Administration

**Das Narayandas**  
Edsel Bryant Ford Professor of  
Business Administration

**Richard H.K. Vietor**  
Baker Foundation Professor,  
Paul Whiton Cherington  
Professor of Business  
Administration

**IESE**

**Jordi Canals**  
Professor of Economics and  
Strategic Management

**Franz Heukamp**  
Professor of Managerial  
Decision Sciences

**José L. Nueno**  
Professor of Marketing

**Joan E. Ricart**  
Professor of Economics  
and Strategic Management

**Eric Weber**  
Professor of Accounting  
and Control

## ALUMNI EXECUTIVE COMMITTEE

**PRESIDENT**

**Jorge Manuel Sendagorta**  
(PADE '90), SENER

**VICE-PRESIDENTS**

**Joan Molins**  
(PDG '71), Cementos Molins

**Tomás García Madrid**  
(MBA '88), Grupo Villar Mir

**MEMBERS**

**Salvador Alemany**  
(PDD '74), Abertis  
Infraestructuras

**Juan Asúa**  
(MBA '89), BBVA

**Alejandro Beltrán**  
(MBA '98), McKinsey&Company

**José Felipe Bertrán**  
(PADE '65), Fundación Bertrán

**Núria Cabutí**  
(MBA '92), Penguin Random  
House Grupo Editorial

**Aurora Catá**  
(MBA '89), Seeliger y Conde

**Carlos Costa**  
(MBA '86), Mango

**Antoni Esteve**  
(PDD '87), Laboratorios Esteve

**Joaquín Faura**  
(MBA '78), Telefónica

**Antonio González-Adalid**  
(MBA '75), Cartera Industrial Rea

**Gloria Perrier-Chatelain**  
(EMBA '93), SAP

**Helena Herrero**  
(PADE '02), Hewlett Packard

**Jordi Canals**  
IESE

**Luis Maroto**  
(MBA '89), Amadeus

**Marta Martínez**  
(PADE '05), IBM

**Amparo Moraleda**  
(PDG '95), CaixaBank Board  
Member

**Javier Muñoz Parrondo**  
(MBA '03), IESE

**Kristoff Puelinckx**  
(MBA '96), Delta Partners

**María del Mar Raventós**  
(PADE '01), Codorníu

**José Luis de Rojas**  
(MBA '88), Zertem  
Communication Group

**M<sup>o</sup> del Pino Velázquez**  
(MBA '91), Unisono Business  
Solutions

**Rafael Villaseca**  
(MBA '76), Gas Natural Fenosa

# WHO MAKES IT HAPPEN: OUR PEOPLE

**More than 700 people of 37 nationalities work at IESE in 11 different locations** in teaching and non-teaching roles.

Attracting, managing and developing top talents for the IESE team is essential to the ongoing success of the school.

Non-teaching staff represent 70 percent of the total. It is worthwhile highlighting that **51 percent of the managers have completed an IESE MBA and 32 percent an IESE Executive Education program.**

Every member of the IESE team charts a personalized development plan. **Staff took part in 55 IESE programs and 75 learning and development programs** comprising 1,151 sessions. The school also has an assessment process for all employees, aimed at developing their careers, which provides valuable coaching and mentoring.

Competitive compensation packages and incentives, career progression potential and a shared commitment to IESE's values and mission are key to attracting outstanding talent.

These efforts resulted in **27 new hires joining the team this academic year.**

The school is committed to creating a community of “one IESE”, dedicated to IESE's mission and sense of social awareness, across all its offices and campuses. During the academic year, various activities were organized including support for Christmastime fundraising projects such as The Etimoé Project in Cote d'Ivoire, which raised €12,105, and the A Smile for Christmas campaign in collaboration with the Cooperación Internacional NGO, which collected 177 gifts for children and young people.

**700+**  
People

**37**  
Nationalities

## BY THE NUMBERS

	August 2014	August 2015	August 2016
Full-time Faculty	104	101	101
Part-time & Visiting Faculty	76	82	80
Researchers & Research Assistants	60	60	59
Managers	136	146	155
Professional Staff	45	58	67
Administrative & IT Staff	243	243	248

**A WAY TO LEARN  
A MARK TO MAKE  
A WORLD TO CHANGE**

 IESE Business School

 iesebs

 IESE Business School

 iese

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**Barcelona**

Av. Pearson, 21  
08034 Barcelona, Spain  
(+ 34) 93 253 42 00

**Madrid**

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del Águila, 3  
28023 Madrid, Spain  
(+34) 91 211 30 00

**New York**

165 W. 57th Street  
New York,  
NY 10019-2201 USA  
(+1) 646 346 8850

**Munich**

Maria-Theresia-Straße 15  
81675 Munich, Germany  
(+49) 89 24 20 97 90

**Sao Paulo**

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573 Bela Vista  
01321001 Sao Paulo, Brazil  
(+55) 11 3177 8221

